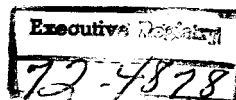


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12 SEP 1972

MEMORANDUM FOR: The Director

SUBJECT : [REDACTED]

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1. You had lunch with a group of CT's on 28 August. One of them, who was detailed to the [REDACTED] mentioned that a fellow employee on the desk, [REDACTED], was resigning out of frustration after 12 years of service. You asked that we interview [REDACTED] and try to find out why he is leaving.

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2. [REDACTED] entered on duty in July 1960 at the age of 22 after serving for three years in the US Air Force as a nuclear weapons mechanic. He was a high school graduate and was hired as a GS-4 clerk. All of his Agency service has been with the [REDACTED] and it includes some seven years overseas in [REDACTED]. He began as a registry clerk, advanced to intelligence assistant, and is now listed as an operations officer. He has been in Headquarters since August 1970 assigned to the [REDACTED] Section of the [REDACTED]. His fitness reports have been PROFICIENT to STRONG throughout his career, and he has received an overall rating of STRONG on each of them since March 1965. He was promoted to his present grade, GS-11, in November 1971. His resignation is effective 15 September.

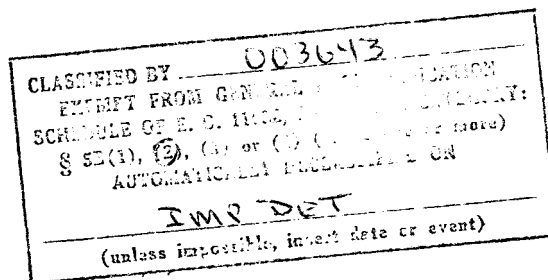
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3. [REDACTED] had a long interview with [REDACTED]. Toward the end of the interview, [REDACTED] commented that he would find it difficult to write a report explaining [REDACTED] reasons for leaving, because [REDACTED] own explanation was neither clear nor convincing. [REDACTED] replied that he recognized this. None of the incidents or frustrations that he cited was of any particular significance when

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taken alone, but they combined in his mind to create a situation that he felt he could no longer tolerate. Nomination for Vietnam was the final blow--not the nomination itself, but the way it was handled. He regrets leaving under these circumstances, because he realizes that he will be suspected of having resigned to avoid service in Vietnam, which he asserts is not so.

4. After interviewing [REDACTED], we reviewed pertinent records and interviewed officers in [REDACTED] chain of command. By combining information from all of these sources, we came up with the following as being the most likely contributing factors to [REDACTED] decision to resign.

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a. Before leaving [REDACTED] in 1970, [REDACTED] requested that he be entered in the internal CT Program. When he returned to Headquarters, he was told that the CT Program was inappropriate for someone with his experience. He was instead proposed for and accepted in the Clandestine Service's Accelerated Career Development Program. He took the training courses for which he was scheduled but complains that the other career development aspects of the program never materialized; e.g., detail to one of the senior staffs, service in another branch, and sponsored language training.

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b. While in this training, [REDACTED] for the first time learned of the work of the other Directorates. He concluded that he was miscast as a CS officer and would be better fitted for work in OCI, ONE, or NIPE. He could see no way of accomplishing a transfer, fearing that, if he failed, his chances in the CS would be ruined. He feels that the DDP should be on the lookout for officers better suited for service in one of the other Directorates. He wished that he had insisted upon admission to the CT Program, since that would have given him a chance to choose the Intelligence Directorate upon completing training.

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c. After 12 years in the [REDACTED] [REDACTED] was fed up with things relating to [REDACTED], but he could see no way of escaping them within the foreseeable future. He says the [REDACTED] looks upon a request for transfer as a display of disloyalty.

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d. [REDACTED] did not really want to be an operations officer but felt he had no choice, since experience as an operations officer is a prerequisite to advancement in the CS.

e. [REDACTED] claims that he has suffered through a series of inept supervisors. One of the more strongly felt of his grievances is that the system requires that the officer become a manager in order to advance to a reasonably good grade. Very often we wind up losing a good operations officer and gaining a poor manager.

f. [REDACTED] has been a [REDACTED] and obviously a good one. He much resents the low esteem in which [REDACTED] are held and deplores the generally poor records discipline in the CS.

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g. Since he has been unhappy with "the system" for many years, he feels that the time to make a change is now while he is still young enough to find other work.

h. The final straw was Vietnam. [REDACTED] reports that he met with his branch chief, [REDACTED] on 25 May for a discussion of his career development plan. [REDACTED] pointed out that [REDACTED] had not yet served in Vietnam and asked if there were any mitigating circumstances that would relieve him from the Vietnam obligation. [REDACTED] explained that he was enrolled in graduate school and that his GI Bill expires in 1973. He was enrolled in a TSD course in June. He was called in on 12 June and was told to report to the Vietnam desk for discussion of an assignment to Vietnam. When he met with FE, he found that he was scheduled for the Vietnam Operations

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Course beginning on 3 July, would then have a week off, and would then go into province training. He was expected to be in Can Tho the first week in September. He thought the timing was impossible. He discussed the assignment with his wife, a former Agency employee, and decided to resign. He subsequently met with his deputy division chief who offered to defer his nomination for a year to allow him to complete graduate school. [REDACTED] chose to go ahead with his resignation.

i. Although only a high school graduate when he joined the Agency, he had 40 hours of college credit earned while he was in the Air Force. He continued in night school and finally received his degree in early 1970. He promptly enrolled in graduate school and looked forward to eventually receiving a Ph.D. Education seems to be little short of an obsession with him. He resents Agency actions that impede his completing it.

j. It is believed by some that [REDACTED] left because he received an attractive job offer. [REDACTED] denies that this is so. He spent three weeks on vacation in Milwaukee exploring job prospects and has bought a house there. He says he is sure that he will have no difficulty in getting a job but does not have a firm commitment yet. He is withdrawing from graduate school and plans to enter law school.

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5. We reviewed the records on [REDACTED] nomination for Vietnam to see if the action was as precipitate as reported to us by him. It was not. His name was included on a 30 August 1971 list of [REDACTED] eligibles for EUR Division's 1972 quota. He was not selected initially, but then EUR ran into problems in filling its 1972 quota. The Personnel Management Committee met on 25 May and decided to consider [REDACTED] "as another candidate for assignment to Vietnam in 1972." [REDACTED] met with [REDACTED] on that date to determine his availability. [REDACTED] thought this was in the context of planning his career development, but the meeting was actually related directly to the Vietnam assignment. Thereafter, things moved quite rapidly, but that is typical of the Vietnam exercise when a late replacement must be found.

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6. [REDACTED] is an impressive young man who appears to have had a promising future in the Agency. His resignation is regrettable in some respects, but in other respects he probably made a wise decision. He is a perfectionist with little patience for the imperfections he sees in others. He fails to understand how another person viewing the same set of facts as he could arrive at a different conclusion than he. Unfortunately, he does not allow for the possibility that he might not always be right. He has muted his disagreements with management in the past, although he has lived in a state of almost constant unrest. He feels that he cannot work in open dissent with "the system" and that it is best for him to leave.

7. [REDACTED] expressed his regret to us that his resignation was called to your attention. He would have preferred to leave quietly. His deputy division chief invited him to submit his criticisms in writing. He declined to do so. He closed his interview with us with this comment: "You may tell Mr. Helms that, whatever else I might be, I'm not a book writer!"

[(Signed)] William V. Broe

William V. Broe
Inspector General

cc: Executive Director-Comptroller

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